EXECUTIVE'S CORNER – FINANCIAL FUTURES

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Another way of stating this difference between forwards and futures is that losses or gains on forward contracts will be realized on a cash basis upon the final settlement date, while with futures contracts, the losses or gains are realized on a cash basis daily, through variation margin.

In both cases, parties to these contracts may require some form of security or collateral. For the forward contract this security might take the form of compensating balances or a performance Letter of Credit. With futures contracts this performance bond is called "initial margin, " which customers must give to their brokers. Generally, the initial margin requirement is met with either a cash deposit, submission of U.S. Government Securities, or in some cases Letters of Credit are acceptable. The dollar value of this initial margin required varies, depending on the particular futures contract traded; but generally it represents less than five percent of the face value of the futures contract.

As a consequence of the structure of a futures contract, it is used primarily as a price setting mechanism rather than as a bonafide means of transferring property. In fact, only about five percent of all futures culminate in the physical exchange of property between the buyer and the seller. Generally, when using futures contracts buyers and sellers offset their original positions prior to the delivery date specified by the contract. This offset is accomplished simply by taking an opposite position. That is, if one were to enter the futures market by buying a future, the offset would matter, however, though designed to offset risks precisely, hedging is somewhat of an art; and some allowance for over-or-under-hedge results should be tolerated.

Part II: Applications

This article moves from the general to the specific. It identifies concrete applications, where the use of futures can increase flexibility and enhance performance. These are among the most frequently used applications:

To improve the performance of a fixed-income portfolio without altering its structure. Financial futures in combination with cash market fixed income securities can substitute for an initial cash market position. Such a substitution would be attractive when the new combined cash/futures position offers a more attractive yield. For example, consider the case of the asset manager who is holding six-month Treasury Bills. By selling these bills and simultaneously buying three-month Treasury Bills and hedging a subsequent three-month investment in Treasury bills (by buying Treasury Bill futures contracts), the portfolio manager may be able to earn a higher rate of return and still achieve the six-month maturity coverage.

On the liability side, a manager desiging to secure funds for, say, six months may issue a six-month deposit directly; or he may issue a three-month deposit and hedge a subsequent issue of another three-month deposit.

(HS159/02) To extend the maturity structure of a fixed-income portfolio. Asset managers can extend the maturity structure of their portfolios by buying futures contracts; liability managers achieve an analogous maturity extension by selling contracts. In both cases, the hedge approach would serve as an alternative to actually restructuring the portfolio in the cash markets. The use of futures would be attractive because the physical restructuring may not be possible (e.g. one may not be able to buy back term deposits prior to their maturity dates) or because it is simply cheaper to achieve the desired result by using futures. It may be cheaper either because the transactions costs in the futures market are lower than those of the cash markets, or because liquidity conditions in the cash market would result in substantial market penalties.

To shorten the maturity structure of a fixed-income portfolio. This course of action would be appropriate for the asset manager with the view that interest rates were about to rise or the liability manager with the view that interest rates were about to rise or the liability manager with the view that rates were about to decline. As with the previous application, sometimes a cash market restructuring can accomplish these goals, but using futures may offer greater economies and greater flexibility.

To establish yields on forthcoming asset acquisitions or liability issuances. The asset manager, knowing that funds will be available for investment beginning on some forward date may buy futures to establish a rate of return for this investment. The liability manager planning for a forthcoming debt issuance can also pre-arrange forward funding costs by selling interest rate futures. Hedging is most effective when the cash market instruments in question are identical to the underlving securities for the futures contracts (e.g. Treasury Bills, Treasury Bonds, Eurodollars, etc.). When the cash market instruments are not the same as those underlying futures, a "cross hedge" can still be constructed. An example of a cross hedge would be hedging money market deposit accounts with Treasury Bill futures. The hedge manager must allow for some "slippage" or less-then-perfect hedge performances in these cases.

To protect the present value of fixed income assets from the effects of changing interest rates. The use of futures in this way stabilizes the net worth of the asset position; and it also enables the portfolio manager to earn the accrual of interest, say, from coupon distributions. This hedge practice can insulate a portfolio from erratic changes in principal due to volatile interest rates.

To create customer products. Using futures allows banks to fix funding costs on a temporary basis in order to match particularly attractive asset purchases (loan opportunities) when no appropriate cash market funding is currently available. Alternatively, a bank can fix an investment return to match an attractive funding opportunity. The synthetic fixed rate loan is an example of this type of bank product. A bank that typically funds itself with three-month deposits may hedge forthcoming deposit roll-overs, thereby fixing a term funding cost, and quote a term rate on a loan based on this hedged expense.

To eliminate the risk of adverse foreign exchange rate moves. Currency futures operate analogously to interest rate futures. At present, futures contracts are traded on British Pounds, Canadian Dollars, Swiss Francs, Japanese Yen, West German Marks, and Mexican Pesos. Those who would suffer from a strengthening of these currencies (and thus weakening dollar) such as U.S. importers, would be buyers of currency futures to offset their risk. Those who would suffer from weakening currencies (a strengthening dollar) would sell the futures.

To protect the value of an equity portfolio in a declining market. With the advent of stock index futures, stock managers can also apply the concepts of the futures markets to offset their risks. A properly constructed hedge would generate profit equal to the decline in the market value of a stock portfolio. Though among the newest type of futures vehicles, stock index futures have proven to be very well accepted instruments by sophisticated equity managers. The dollar value of these contracts traded in any given day has frequently exceeded the transaction values of the New York Stock Exchange.

For trading. Whether with outright position taking (either buying or selling futures to profit from a move in interest rates, currency exchange rates, or stock prices) or by spreading futures (simultaneously buying and selling futures to profit from a realignment in interest rate or price relationships), futures are attractive trading instruments. They have the potential to generate income without appearing as a balance sheet item. Moreover, for those institutions currently operating cash markets trading desks, the use of futures is a natural extension. Consider the trader who simply wants to sell (or buy) a three-month Treasury Bill. With this instrument, the interest rate exposure is $25 per basis point, per million -- exactly the same as a three-month Treasury Bill future. But if the future is more expensive (cheaper) that the cash instrument, it could very well be a "smarter" sell (buy). An analogous example exists with the stock index and currency futures, as well.

While the above examples demonstrate opportunities for using futures, in all cases futures offer an alternative to cash market activities. Thus, in some sense, some might argue that the futures are not essential. That is, managers have been able to get along quite well without using futures, and they can continue to do so. This attitude is short-sighted, however, as futures contracts offer a "value added." Futures will be used and should be used only when they provide an incremental advantage. But managers will not be able to achieve these advantages unless they come to understand how futures work and become comfortable using them. Those who fail to take these steps will categorically limit their opportunities in the market place, and they will necessarily operate at a competitive disadvantage. Those who do take the time to develop a futures expertise will soon approach their financial risks with an expanded set of remedies which will invariably offer opportunities to enhance overall performance.

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INSURANCE — LIFE

Gold Award — G. N. Oakes, Monarch Capital Corp.; Silver—Frank P. Samford Jr. and Ronald K. Richey, Torchmark Corp.; Bronze — Fred Carr, First Executive Corp. ---- 82,905

INSURANCE — MULTI-LINE

Gold Award — James T. Lynn, Aetna Life & Casualty Co.; Silver — Edward H. Budd, Travelers Cor.; Bronze — Maurice R. Greenberg, Amerncan International Group Inc. and Harold S. Hook, American General Corp. 82,139

INSURANCE — PROPERTY & CASUALTY

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Gold Award — Kenneth H. Olsen, Digital Equipment Corp.; Silver — John F. Akers, IBM Corp.; Bronze — Edson deCastro, Data General Corp. ---- 81,420

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Gold Award — Theodore Dimitriou, Wallace Computer Service; Silver — John K. Darragh, Standard Register Co.; Bronze — Richard H. Rhoads, New England Business Service Inc., and Terry D. Carder, Reynolds and Reynolds Co. ---- 82,841

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Gold Award — G. C. Garvin, Exxon Corp.; Silver — L. C. van Wachem, Royal Dutch Petroleum Co. & Royal Dutch/Shell Transport Group; Bronze — G. M. Keller, Chevron Corp. 81,043

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Gold Award — Hugh J. Kelly, Ocean Drilling & Exploration Co.; Silver — E. H. Clark, Jr., Baker International Corp.; Bronze — John J. Murphy, Dresser Industries ,Inc. ---- 82,841

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Gold Award — David L. Luke III, Westvaco Corp.; Silver — Peter J. McLaughlin, Union Camp Corp.; — Bronze — Brenton S. Halsey, James River Corp. of Virginia ---- 76,071

PAPER PRODUCTS

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